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29 July 1965

MEMORANDUM FOR: Director of Personnel

SUBJECT : Annual Activities Report - Personnel Operations Division

1. Attached are individual annual reports from each of the Branches of the Personnel Operations Division. These reports are all cast in the same format and therefore, I believe, production figures and specific Branch problems are easily identified within the body of the reports. I will not attempt to repeat in this memorandum the varied administrative functions, internal management problems or production statistics as set forth in the attached reports. As a whole, the reports indicate to me, and I hope to you, that the administrative activities of the Division and the management of the specific Branches are in competent hands.

2. The greatest impact upon the operations of this Division during fiscal year 1965 was made by the ever mounting pressures of the economy drive. On 26 August 1964, Action Memorandum 417 was issued. This memorandum called for the continuous effort of Agency managers to bring their offices down to authorized strength figures. At the time A-417 was issued, the greater number of the 49 Agency components whose ceilings are fixed through the budget process were over strength. A-417 provided guidance in areas where reductions could and should be made and charged the Director of Personnel with the responsibility of working with the Office Heads and Heads of Career Services to exercise such manpower controls as would ensure a below strength situation by 30 June 1965. The Director of Personnel was also instructed to report each month on the action taken and the progress being made to achieve end-year strength authorizations.

3. The Personnel Operations Division assumed the responsibility of co-ordinating appropriate manpower control activities with the Agency components and for reporting the progress of manpower control procedures under the provisions of A-417. The reports submitted tell their own story; in general, it appears to me that the Agency did a remarkable job in planning and effecting manpower reductions to reach individual office strength levels. I might add that throughout the ten months of co-ordinated action and the monitoring of appropriate manpower controls an atmosphere of reasonableness was established and maintained in the relations between this Division's Placement Officers and their colleagues in the Agency components. In this regard, this office made every attempt to foster this air of reasonableness and appropriate flexibility in monitoring control procedures. Exceptions were made to ceiling limitations where evidence indicated such exceptions

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were indeed logical and necessary. Conversely, it was often necessary to return to the components requested personnel actions, the processing of which might create an overage or imbalance which could not be adjusted in the foreseeable future. When such instances occurred, they were accepted, largely, I think, because we returned no actions without first attempting to find some way to assist the operating component to adjust its planning in a manner which would permit the processing of the actions requested.

4. The above procedures were applied to the control of promotion actions under the individual Career Service Grade Authorizations. Ceiling cuts and reductions in average grades not only reduced the headroom of most Career Services for promotional advancement, but placed many Career Services in the position of having a deficit at certain grade levels. This, of course, posed a severe managerial problem. Again, our Placement Officers approached their monitoring responsibilities in a reasonable and helpful manner. Again, flexibility was uppermost in our minds and exceptions were made where a planned adjustment in the Career Service strength authorization indicated a future freedom from the restrictions of the CSGA. Many promotion actions had to be returned; many had to be delayed for weeks or even months before being processed.

5. It is worthy of note, I think, that throughout this trying period, no major or bitter complaint was made concerning either the restrictive controls placed upon the operating components or the manner in which these controls were monitored by the officers of this Division.

6. It is apparent that the above controls will continue to be reasonably severe during fiscal year 1966. The restrictions of the economy program and the problems they present to the Agency's managers will be further compounded by average salary limitations. However, average salary control will be the responsibility, under the proposed program, of the "grandfather" Career Service and, of course, the Office of Budget, Program Analysis and Manpower. This Division will continue to monitor promotion actions and accessions under authorized ceiling levels and the Career Service Grade Authorizations. It has been made clear, it is hoped, that Placement Officers cannot monitor promotion actions from the 49 Agency operating components through computation of authorized average salaries; at least not without the immediate aid of computers. This has to be done on a 30-day basis in the light of the monthly reports to be provided by the Office of Computer Services. If the Director of Personnel, and hence this Division, must suspend the promotion activity of any of the 22 Career Services, it has to be done under the direction of O/BPAM with the full knowledge and agreement of the "grandfather" Career Service. In this regard, the Director of Personnel should have all of the material provided O/BPAM, on the same monthly basis, concerning the average salary situation existing in each of the "grandfather" Career Services and close liaison should exist between this office and BPAM, as it has in the past, in monitoring the average salary controls and raising the appropriate flags as indicated.

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7. While this is an annual review of fiscal year 1965, so much has happened in that fiscal year that will affect activities of fiscal year 1966 that I thought the above brief discussion of average salary controls in order.

8. A few words about the attached reports from Branch Chiefs: the statistics contained in some are rather overwhelming and while I would not choose to belabor the figures as such, they do indicate to me a rather sizeable production effort and hence a successful supervisory effort. I think the Branches of this Division have had excellent direction from the Branch Chiefs, each of whom provided this office considerable support throughout the year and each of whom is obviously well qualified for the role he plays. The reports themselves indicate certain management improvements made in the face, in some instances, of personnel reductions (the Placement Branch reduced by four people) and of the need for increased production without an increase in personnel (Statistical Reporting Branch, Correspondence Section, and certain areas of Transactions and Records Branch).

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9. The Placement Branch assumed the new function of processing all contract cases for the Clandestine Services. This was of especial help to the [REDACTED] and provided that Division with an organized and experienced service in an area that had reached a level of some confusion within [REDACTED]. During the year, we acquired special interviewing space for the Placement Branch's followup program. As a result, that program has been aggressively pursued and there is no backlog of followup interviews.

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10. The Transactions and Records Branch has managed to reduce its percentage of computer kickouts to the rate of about 3% of the actions submitted. This is a record in accuracy, considering the fact that there are between 70 to 150 key strokes on each action and that a total of 22,927 actions were processed.

11. In spite of all our efforts to reduce the number of reports required of the Statistical Reporting Branch, there was an increase of 18.7%. The increase was unavoidable due to the need for new and continued reports under the Agency's manpower control procedures.

12. The Qualifications Analysis Branch coding project was speeded up during the year with the authorization of additional funds for contract personnel. The acquisition of four contract employees enabled the project to code the qualifications of about [REDACTED] staff employees and the first phase of the project will be completed by 1 September 1965. At the end of the fiscal year, approximately [REDACTED] employees have had their initial qualifications (all except substantive Agency experience) coded for the computer record system.

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13. The activities of the Clerical Assignment Branch, including the revival of the summer only program, are provided in detail in the attached report from C/CAB.

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14. Finally, a few words about this office: while I have attempted to avoid statistics here, a few figures might provide a picture of some of our activity. We processed 7 marriage to alien cases, 3 alien sponsorship cases, and 255 state tax inquiries. 216 appointee travel orders were approved (the Clerical Assignment Branch reimbursed 408 employees for EOD travel, at a total cost of \$16,974). A total of 1150 invitee travel orders were approved at a cost of approximately \$161,000, for an average cost of \$141.00 per traveler. 227 requests for Quality Step Increases were reviewed, approved and processed.

25X9A2 15. In accordance with previous instructions, I reviewed personally a total of [REDACTED] Fitness Reports for Agency staff employees, GS-14 or higher. The purpose of this review was to determine the effect of the supervisory indoctrination programs held during the summer of 1964 upon Agency supervisors, and the conformance to written instructions for the preparation of Fitness Reports by rating officials concerning the management and supervisory skills of the ratee. 25X9A2 Of the [REDACTED] Reports reviewed, I do not believe more than half a dozen failed to either direct attention to the ratee's supervisory skills or provided an explanation as to why the ratee did not have supervisory responsibilities.

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[REDACTED]
Chief, Personnel Operations Division

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